

Mission

It is the mission of the Waukesha County Federated Library System (WCFLS) to ensure access to a high quality of customer service to all county residents by working in partnership with member public libraries to develop and coordinate effective cooperative library services.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate (a)	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
County Library Fund						
Expenditures	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Revenue	\$0	\$0	\$0	\$0	\$0	0.0%
Tax Levy	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
State Aids, Federal & Misc.						
Expenditures	\$1,014,372	\$1,128,790	\$1,254,371	\$1,147,711	\$18,921	1.7%
Revenue (b)	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%
Tax Levy (c)	(\$159,616)	\$0	(\$29,954)	\$0	\$0	0.0%
Total All Funds						
Expenditures	\$3,378,803	\$3,672,895	\$3,798,476	\$3,916,898	\$244,003	6.6%
Revenue	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%
Tax Levy (d)	\$2,204,815	\$2,544,105	\$2,514,151	\$2,769,187	\$225,082	8.8%

Position Summary (FTE)

Regular Positions	7.00	7.00	7.00	7.00	0.00
Extra Help	0.50	0.50	0.50	0.50	0.00
Overtime	0.01	0.01	0.01	0.01	0.00
Total	7.51	7.51	7.51	7.51	0.00

- (a) The 2003 estimate exceeds budget to include additional expenditure authority approved by ordinance.
- (b) Includes fund balance appropriation of \$15,934 in 2003 Budget and \$6,639 in the 2004 Budget within the State Aids Fund.
- (c) Tax levy represents revenues over expenditures; unexpended funds are appropriated in subsequent budget years.
- (d) 2002 actual tax levy is \$2,364,431. Tax levy shown in 2002 Actual reflect revenues over expenditures within State/Fed/Misc. Funds. Unexpended funds are appropriated in subsequent budget years.

**County
Fund****Federated Library****Fund Purpose/
Summary****Fund Purpose**

This fund gives county residents that live in non-library (TNR) communities access to borrowing privileges at any of the sixteen public libraries in the County. The County Library tax is levied only on those communities that do not have public libraries. Costs here are not reflected in the general County tax levy because this special levy is set only on those 19 jurisdictions without libraries rather than the County as a whole.

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
County Fund						
Personnel Costs	\$0	\$0	\$0	\$0	\$0	N/A
Operating Expenses	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
Interdept. Charges	\$0	\$0	\$0	\$0	\$0	N/A
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%
General Government	\$0	\$0	\$0	\$0	\$0	N/A
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$0	\$0	\$0	\$0	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue	\$0	\$0	\$0	\$0	\$0	N/A
Total Revenues	\$0	\$0	\$0	\$0	\$0	
Tax Levy	\$2,364,431	\$2,544,105	\$2,544,105	\$2,769,187	\$225,082	8.8%

No positions are budgeted in this fund. Administration of the County Fund budget is carried out by staff budgeted within the State Aids fund.

State Aids, Federal & Federated Library Misc. Fund

Fund Purpose/ Summary

Fund Purpose

The State Aids, Federal and Other Miscellaneous special revenue fund is responsible for providing library services to all residents of the county through services offered by the federated library system to the 16 member libraries. State aid makes up the majority of revenues and is distributed to the library systems through a State statutory formula on the basis of three factors: population, land area, and local expenditure. The Wisconsin Division for Libraries, Technology and Community Learning (DLTCL) must approve the budget based on whether the Library System has an effective service program in each of its required service areas. The Waukesha County Federated Library System Board develops the budget for these state aids based on the amount of funds that the DLTCL estimates. State aid is expected to be flat for the next two years. In addition to state aids, the Library System applies for Federal and other grant funds whenever possible to enhance its program of service for the member libraries and the citizens of Waukesha County. Grants are applied for on a project specific basis. Additionally, WCFLS negotiates with neighboring library systems for reimbursement dollars to cover the cost of library borrowing by their residents at member libraries in the Waukesha County Library System. Currently, the System has such a contract with the Lakeshores Library System (Racine and Walworth Counties).

The 2004 budget combines the previously separate State Aids Fund and Federal and Miscellaneous Fund to provide improved administrative flexibility in managing projects and the budget (history has been restated for comparison purposes).

Financial Summary

	2002 Actual	2003 Adopted Budget	2003 Estimate	2004 Budget	Change from 2003 Adopted Budget	
					\$	%
State Aids, Federal & Miscellaneous Fund						
Personnel Costs	\$430,972	\$467,305	\$468,970	\$492,794	\$25,489	5.5%
Operating Expenses (a)	\$529,922	\$588,143	\$712,994	\$579,309	(\$8,834)	-1.5%
Interdept. Charges	\$53,478	\$73,342	\$72,407	\$75,608	\$2,266	3.1%
Fixed Assets	\$0	\$0	\$0	\$0	\$0	N/A
Total Expenditures	\$1,014,372	\$1,128,790	\$1,254,371	\$1,147,711	\$18,921	1.7%
General Government	\$1,126,490	\$1,062,856	\$1,228,500	\$1,091,072	\$28,216	2.7%
Fine/Licenses	\$0	\$0	\$0	\$0	\$0	N/A
Charges for Services	\$0	\$5,000	\$5,000	\$0	(\$5,000)	N/A
Interdepartmental	\$0	\$0	\$0	\$0	\$0	N/A
Other Revenue (b)	\$47,498	\$60,934	\$50,825	\$56,639	(\$4,295)	-7.0%
Total Revenues	\$1,173,988	\$1,128,790	\$1,284,325	\$1,147,711	\$18,921	1.7%
Tax Levy (c)	(\$159,616)	\$0	(\$29,954)	\$0	\$0	N/A
Position Summary (FTE)						
Regular Positions	7.00	7.00	7.00	7.00	0.00	
Extra Help	0.50	0.50	0.50	0.50	0.00	
Overtime	0.01	0.01	0.01	0.01	0.00	
Total	7.51	7.51	7.51	7.51	0.00	

(a) The 2003 estimate exceeds budget to include additional expenditure authority approved by ordinance.

(b) Includes fund balance appropriation of \$15,934 in 2003 Budget and \$6,639 in the 2004 Budget within the State Aids Fund.

(c) Tax levy represents revenues over expenditures; unexpended funds are appropriated in subsequent budget year.

Departmental Objectives

1. Implement Standards incorporated in County Ordinance 23-4. Standards include hours open, staffing levels, materials budgets, size of materials collections and the Library Service Effort Ratio. By State Law - ss. 43.1 I (3)(d), Wis. Stat., the County Board must act on exemptions to County levy for any non-complying municipalities by September 1 of each year (on-going 2004).
2. Make local planning efforts for member libraries a major priority in the next several years, especially for those member libraries that are presently below current standards. Menomonee Falls and Muskego are tentatively scheduled (on-going 2004).
3. Develop a technology plan for the System, including a funding plan, which incorporates one-time use of WCFLS fund balance to advance the technology objectives identified. Aim at a single shared automated system in the county by no later than 2006.
4. Make continued efforts to achieve inter-county agreements with Dodge, Jefferson, Washington and Milwaukee Counties that provide for full walk-in library services across all these borders while maintaining the longstanding agreements with Racine and Walworth Counties (on-going 2004).
5. Plan for a third countywide program called Waukesha County Reads. It will market a program aimed at getting a maximum number of residents all reading the same book and talking about it in programs starting during the fall of 2003 (2nd quarter 2004).
6. Examine alternatives for measuring library usage as it relates to library formula funding (3rd quarter 2004).

Major Department Strategic Achievements from 7/01/02 to 6/30/03

1. **Received two National Association of Counties (NACO) Achievement Awards for the following programs:**
 - Initiated a new countywide program called Waukesha County Reads. It marketed a program aimed at getting a maximum number of residents all reading the same book and talking about it in programs during the fall of 2002.
 - Continued a children's book award voted on by area children to pick their favorite author.
2. The Waukesha County Board approved the last three-year Act 150 Plan, as amended, in 2001. The County Board Chair appointed a new committee in Fall 2002 to recommend revision in Spring 2003 for 2004 purposes. The fourteen-point report was unanimously approved by the 25-member committee and by the Federated Library System Board. Three additional legislative recommendations were approved as well. The County Board approved the plan, with the exception of a proposed capital cost study, in June of 2003.
3. Worked collaboratively with CESA #1 to write for and implement a \$200,000 grant to prepare for shared automation system in the County from the state of Wisconsin TEACH Board.
4. Received grants for Brookfield and Muskego libraries for use during 2003 to share automation at their libraries in conjunction with other libraries in the area.
5. Completed two library plans for Pewaukee during 2002. Library boards and councils endorsed the plans. Began work on plan for Brookfield in 2002 and Eagle in early 2003. That planning is still in process.
6. Provided full text databases through the development of partnerships with member libraries contributing local funds of \$46,350, and state aid of \$25,000. For details on System reference databases see <http://www.wcfls.lib.wi.us/links/links.htm>.
7. Negotiated another intersystem agreement with Lakeshores Library System (Racine & Walworth). Similar agreements attempted with Milwaukee and Mid-Wisconsin library systems were not successful.

Administrative Services

Program Description

Administrative Services is responsible for coordinating and providing efficient administrative/clerical support and providing distinct programs involving the provision of public information, public relations, promotional materials, and newsletters. Local library planning in this program received a 2002 NACO Achievement Award. The program includes publicity and public relations activities as well as direct administrative costs, so that this program does not completely reflect administrative cost requirements in ss 43.12 Wisc. Stat.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of member annual reports reviewed and submitted	16	16	16	16	0
# member library plans completed	2	2	2	2	0
# Library communities rating WCFLS effective	16	16	16	16	0
Staffing (FTE)	1.94	1.94	1.94	1.94	0.00

Personnel Costs	\$82,587	\$95,621	\$96,174	\$100,157	\$4,536
Operating Expenses	\$78,266	\$73,470	\$73,695	\$75,914	\$2,444
Interdept. Charges	\$40,938	\$64,279	\$62,044	\$67,997	\$3,718
Total Expenditures	\$201,791	\$233,370	\$231,913	\$244,068	\$10,698
General Government	\$314,909	\$193,370	\$191,913	\$204,068	\$10,698
Other Revenue	\$46,498	\$40,000	\$40,000	\$40,000	\$0
Total Revenues	\$361,407	\$233,370	\$231,913	\$244,068	\$10,698
Tax Levy	(\$159,616)	\$0	\$0	\$0	\$0

Program Highlights

Personnel costs for this program reflect current staffing levels and County salary policy, as well as increases in benefit costs. Interdepartmental charges rise due to continued phase in of county charges for End User Technology fund, Total Cost of Ownership, and indirect overhead charges.

State aid increases \$10,698 within this program to representing the necessary state library aid allocation to cover budgeted program expenses. In total, department wide state library aid revenue increases \$1,308 based on the current 2003 allocation. Library aid is expected to be flat for the next two years.

KRC Research & Consulting conducted the national study for the American Library Association. It polled about 1,000 adult Americans in a national random-sample telephone survey conducted March 8-11. The estimated margin of error is 3 percent. WCFLS conducted a survey from June 7 to July 19 by the Survey Research Center at the University of Wisconsin-River Falls in conjunction with the Waukesha County Extension office.

- Almost 45% of the county respondents had used a library more than 11 times in the last year compared to 25% nationally.
- Nearly 83% of Waukesha County residents were either extremely satisfied or very satisfied with their public library. That compared to 60% in the nation. Nearly 88% of Waukesha County residents surveyed rated their library's use of tax funds as good or excellent, almost exactly the same rate as is found nationally.
- In Waukesha County 95% of respondents believe that libraries will continue to exist despite the Internet. That compares to 91% nationally.

Inter-Library Loans

Program Description

The System coordinates interlibrary loan services. For library users who need materials not available at their local library, an interlibrary loan request is sent to other libraries in the System. When requested materials are not found within the System area, those requests are sent to WCFLS' Interlibrary Loan Department for forwarding to libraries in Wisconsin and outside of the state.



Performance Measures

% of member library requests that are filled within WCFLS system

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
% of member library requests that are filled within WCFLS system	80%	75%	90%	80%	5%
Staffing (FTE)	1.77	1.77	1.77	1.77	0.00

Personnel Costs	\$93,586	\$100,437	\$100,489	\$105,167	\$4,730
Operating Expenses	\$6,870	\$8,550	\$8,556	\$6,469	(\$2,081)
Interdept. Charges	\$1,552	\$940	\$1,911	\$850	(\$90)
Total Expenditures:	\$102,008	\$109,927	\$110,956	\$112,486	\$2,559
General Government	\$102,008	\$109,927	\$110,956	\$112,486	\$2,559
Total Revenues:	\$102,008	\$109,927	\$110,956	\$112,486	\$2,559
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel costs reflect salary and benefit increases to continue 1.77 FTE. Operating costs drop due to elimination of printing costs based on the use of web based applications and lower interlibrary loan software expenses.

The System coordinates public library interlibrary loan services in Waukesha County. For library users who need materials not available at their local library, an interlibrary loan request is sent to other libraries in the System. In 2002, a total of 16,300 requests were made and member libraries filled 80% of those requests. When requested materials are not found within the System those requests can be sent to other libraries in Wisconsin or to the Library System's Interlibrary Loan Department for forwarding to libraries outside of the state. The System's member libraries sent out 11,646 such requests for materials owned outside of the county in 2002.

Reference

Program Description

The System Reference Service helps libraries in Waukesha County with the more difficult and time-consuming questions asked by their users. Subscriptions to additional reference tools through the Internet are also included. The Reference Librarian develops and maintains the system web site and provides guidance to member libraries for their sites as well.



Performance Measures

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
# of reference queries	152	180	120	100	(80)
% queries answered within 3 days	100%	100%	100%	100%	0%
Staffing (FTE)	0.50	0.50	0.50	0.50	0.00

Personnel Costs	\$31,474	\$33,300	\$33,319	\$34,765	\$1,465
Operating Expenses	\$75,048	\$78,730	\$84,380	\$73,966	(\$4,764)
Interdept. Charges	\$486	\$940	\$940	\$850	(\$90)
Total Expenditures:	\$107,008	\$112,970	\$118,639	\$109,581	(\$3,389)
General Government	\$107,008	\$112,970	\$118,639	\$109,581	(\$3,389)
Total Revenues:	\$107,008	\$112,970	\$118,639	\$109,581	(\$3,389)
Tax Levy	\$0	\$0	\$0	\$0	\$0

Program Highlights

Personnel costs reflect salary and benefit increases to continue 0.50 FTE. Operating costs decrease mainly due to web development software costs of \$5,500, budgeted in 2003 to provide online reference resources, which are removed due to the department's focus on core business activities and lack of available state aid resources. Funding for full text databases is held flat at \$72,741. However, this level of funding may result in fewer databases purchased for county resident access. Databases are a WCFLS-Member Library partnership where the member libraries fund \$47,741 and WCFLS funds \$25,000 of the data base costs.

During 2002, the System sponsored four reference workshops that were attended by 95 librarians and others. The System and member libraries co-operatively purchased subscriptions to additional reference tools through the Internet. There were over 32,000 hits on the System's web page providing a subject index to 600 web sites useful to member libraries as they provide reference service to their constituents, and individual subject links pages were accessed over 7,000 times.

A portion of the System Reference Service helps libraries in Waukesha County with the more difficult and time-consuming questions asked by their users. One hundred and fifty-two questions were answered in 2002: Waukesha Public Library, the System's resource library, answered 67; 31 questions were answered by the System's reference librarian; 35 were answered by State Reference and Loan librarians; and assistance with nineteen more complex medical questions was provided through the System's contract with the Waukesha Memorial Hospital Medical Library.



Activity

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Databases for members	8	8	9	9	1
Database access	48,655	30,000	50,000	50,000	20,000

Automation Technology

Program Description

The Federated Library System works with the member libraries to maintain a telecommunications system using T-1 lines (high speed Internet access lines). Electronic books, databases, and digitization of library materials are the focus of current System activity. Two Programs, for Internet training as well as a cost effective mobile training lab, received 2002 NACO Achievement Awards.

**Performance Measures**

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	1.05	1.05	1.05	1.05	0.00

Personnel Costs	\$72,111	\$78,218	\$78,194	\$84,265	\$6,047
Operating Expenses	\$61,970	\$86,636	\$160,364	\$88,494	\$1,858
Interdept. Charges	\$8,877	\$5,243	\$5,243	\$4,301	(\$942)
Fixed Assets	\$0	\$0	\$0	\$0	\$0
Total Expenditures:	\$142,958	\$170,097	\$243,801	\$177,060	\$6,963
General Government	\$142,958	\$146,163	\$235,801	\$165,421	\$19,258
Charges for Services	\$0	\$5,000	\$5,000	\$0	(\$5,000)
Other Revenue	\$0	\$18,934	\$8,825	\$11,639	(\$7,295)
Total Revenues:	\$142,958	\$170,097	\$249,626	\$177,060	\$6,963
Tax Levy	\$0	\$0	(\$5,825)	\$0	\$0

**Program Highlights**

Personnel costs reflect salary and benefit increases to continue 1.05 FTE. Operating expenses increase \$1,858 reflecting a \$20,000 increase in general government Library Services and Technology Act (LSTA) Automation grant revenue to fund a portion of the system migration costs associated with the Sussex-Lisbon and Mukwonago libraries entry in the Waukesha Public Library automation system. This grant funded project increase is partially offset by a \$7,000 decrease for contracted maintenance associated with the WCFLS Wide Area Network (WAN). The remaining \$12,000 budgeted for contracted WAN maintenance provides coverage during library business hours only rather than the 24 hours - seven days a week coverage provided in 2003. Reductions of \$5,290 in the computer software and equipment portions of the system budget have also been made due to budget constraints leaving a budget of \$20,500 for WCFLS software, WISCNET and e-mail services. Operating and general government revenue also includes \$17,900 for continued LSTA grant funded system-wide technology training.

WCFLS has 3 mobile wireless computer labs for libraries to use for staff and patron training. Two of these labs contain 7 laptops, and the third has 10. Late 2002, additional laptops were purchased to bring all of the labs to 10. In 2002, these labs were used a minimum of 80 times in member libraries. Additionally, 150 public Internet training sessions were paid for through the Technology Education Achievement Board (TEACH) Wisconsin grant.

RMG and Associates was hired through a LSTA grant to create a report on resource-sharing technology models. This report looked at two possible models for resource sharing; a portal solution, utilizing a common protocol; and a single shared system. The report examined the costs of starting a new system from the ground up or utilizing an existing automation system in the county. From this report, the option of building on an existing system is being explored.

A partnership was begun with Milwaukee Public Library and other Milwaukee County libraries to explore future cooperative purchasing of online databases. Additionally, the netLibrary, electronic on-line books, collection grew to 4,720 items. There were 1,162 accesses by Waukesha County residents to this collection. This represents 6% of all of the accesses throughout the state.

Automation Technology (cont.)



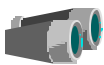
Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
T-1 lines maintained (High speed Internet data lines)	17	16	18	18	2
Use of mobile training labs	82	100	60	60	(40)
Public Internet training sessions	130	0	48	0	0
Public Internet training participants	1,400	0	1,500	0	0

Delivery & Communication Services

Program Description

Daily van delivery is provided to System member libraries and the academic libraries in the County. Because of van delivery service, Waukesha County residents can borrow and return library materials to any System member library, and those materials will be delivered to the library that owns them. The program saves substantial amounts in postage and handling.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.04	0.04	0.04	0.04	0.00
Personnel Costs	\$2,454	\$2,573	\$2,594	\$2,717	\$144
Operating Expenses	\$54,624	\$57,875	\$57,585	\$63,144	\$5,269
Total Expenditures:	\$57,078	\$60,448	\$60,179	\$65,861	\$5,413
General Government	\$57,078	\$60,448	\$60,179	\$65,861	\$5,413
Total Revenues:	\$57,078	\$60,448	\$60,179	\$65,861	\$5,413
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

There are nominal salary costs in this program because it is a contracted service.

The System runs internal 5 day per week delivery services and also contracts with another library system to get items shipped throughout the state. This budget reflects a change in the contract charges originally anticipated for 2002 but phased in through 2004. Daily van delivery is provided to System member libraries and academic libraries in the county. Because of van delivery service, Waukesha County residents can borrow and return library materials to any System member library, and those materials will be delivered to the library that owns them.

The System's daily van delivery service handled 132,437 items in 2002, saving all libraries substantial sums in postage and handling costs.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Items delivered by van for member libraries	132,437	130,000	164,000	205,000	75,000

Continuing Education/Consulting

Program Description

Provides consultant help and continuing education opportunities for library staff and board members in member libraries.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.59	0.59	0.59	0.59	0.00
Personnel Costs	\$35,745	\$38,138	\$38,388	\$40,290	\$2,152
Operating Expenses	\$6,585	\$21,088	\$17,083	\$18,372	(\$2,716)
Interdept. Charges	\$40	\$470	\$470	\$185	(\$285)
Total Expenditures:	\$42,370	\$59,696	\$55,941	\$58,847	(\$849)
General Government	\$42,370	\$59,696	\$55,941	\$58,847	(\$849)
Total Revenues:	\$42,370	\$59,696	\$55,941	\$58,847	(\$849)
Tax Levy	\$0	\$0	\$0	\$0	\$0

**Program Highlights**

Personnel costs reflect salary and benefit increases to continue 0.59 FTE. Operating costs drop due to reductions in training, travel, telephone, and consulting budgets. The 2004 budget includes \$5,000 of contractual services to conduct a circulation study which analyzes library usage from the standpoint of activities rather than the simply library materials circulation. Data from the study will be used to evaluate current service levels and the equity of the current levy distribution formula.

The System offers workshops and other training opportunities to library staff at all 16 public libraries in Waukesha County. In 2002, the System provided 41 training opportunities to member libraries' staff. Total attendance at these programs was 608 participants. Topics included visual merchandising in libraries, intellectual freedom and the Patriot Act, hiring and firing staff, reference for children, creating a library website, advanced WISCAT interlibrary loan procedures and more. In addition, the System contracts with other library systems to allow all our member libraries' staff to attend their training programs at no charge, more than doubling their training opportunities.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Classes for member lib. staff	41	40	40	40	0
Attendance	608	600	650	650	50
Total contact hours	1,957	2,000	2,000	2,000	0

Youth and Special User Services

Program Description

Provides consulting and continuing education opportunities on serving youths and users with disabilities and other special needs.

The System sponsors Summer Library Programs in each of the 16 libraries. This includes purchasing thousands of colorful posters, reading folders, certificates and bookmarks; arranging for reading prizes such as zoo passes, book store discounts and museum coupons; in addition to hiring storytellers, musicians, and other professional performers for 48 library programs. WCFLS member libraries offer over 500 additional performances and library activities. In 2002, 36,327 Waukesha County children participated in the wide variety of summer library programs at member libraries as compared to 31,001 in 2001. The Library Services Specialist works to insure excellence in library services to children throughout the county by conducting workshops and in-services for member library staff. In 2002 participation in five workshops and 2 informal training sessions totaled 145 attendees.

In 2002 WCFLS received a National Association of Counties (NACO) Achievement Awards for the Children's Choice Book Awards program.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Response time to assistive device requests (benchmark 24hrs)	24 hrs	24 hrs	24 hrs	24 hrs	0 hrs

Staffing (FTE)	1.14	1.14	1.14	1.14	0.00
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Personnel Costs	\$77,587	\$81,965	\$82,405	\$86,228	\$4,263
Operating Expenses	\$21,682	\$32,113	\$77,863	\$28,804	(\$3,309)
Interdept. Charges	\$1,585	\$1,470	\$1,799	\$1,425	(\$45)
Total Expenditures:	\$100,854	\$115,548	\$162,067	\$116,457	\$909
General Government	\$100,854	\$113,548	\$190,021	\$114,457	\$909
Other Revenue	\$0	\$2,000	\$2,000	\$2,000	\$0
Total Revenues:	\$100,854	\$115,548	\$192,021	\$116,457	\$909
Tax Levy	\$0	\$0	(\$29,954)	\$0	\$0

Program Highlights

Personnel costs reflect salary and benefit increases to continue 1.14 FTE. Operating costs decrease due to less available state aid to provide training, travel, telephone, and consulting services. Contracts for providing performers for the summer reading program and special services to the disabled were reduced due to budget shortfalls.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Delivery of materials to homebound users	5,118	5,000	5,200	5,400	400
Summer Reading programs	48	48	48	48	0
Summer Reading attendance	36,327	35,000	35,000	35,000	0
Youth services workshops	7	5	6	6	1
Youth services workshop attendance	145	100	100	100	0
Staff attendance with community groups for special needs	23	20	32	35	15

Library Collection Development

Program Description

Provides funds for maintaining and improving the materials collection of all member libraries, especially the resource library, so all county residents have access to adequate collections of library materials.

In 2002, WCFLS received a National Association of Counties (NACO) Achievement Awards for the Waukesha County Reads program.



Performance Measures	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
System materials funds to libraries as percent of local library materials budgets	1.8%	2.0%	1.8%	0%	(2.0%)
Staffing (FTE)	0.12	0.12	0.12	0.12	0.00

Personnel Costs	\$7,296	\$7,780	\$7,834	\$8,223	\$443
Operating Expenses	\$17,032	\$17,958	\$18,808	\$20,200	\$2,242
Total Expenditures:	\$24,328	\$25,738	\$26,642	\$28,423	\$2,685
General Government	\$23,328	\$25,738	\$26,642	\$25,423	(\$315)
Other Revenue	\$1,000	\$0	\$0	\$3,000	\$3,000
Total Revenues:	\$24,328	\$25,738	\$26,642	\$28,423	\$2,685
Tax Levy	\$0	\$0	\$0	\$0	\$0



Program Highlights

Personnel costs reflect salary and benefit increases to continue 0.12 FTE. Operating expenses increase slightly reflecting anticipated donation revenue of \$3,000 to help fund operational costs associated with Waukesha County Reads and Kids' Choice programming.

In 2002 the Library system initiated a new program, *Waukesha County Reads*. The WCFLS Public Relations Committee, comprised of 3 member library directors, 5 member library staff, and 2 WCFLS staff cooperatively planned and implemented the project over the course of the year. All 16-member libraries participated in sponsoring displays, book discussion groups and special events. The result was a highly successful program that garnered positive public support for the libraries and System and engaged Waukesha residents in reading and discussing the award winning book, *The Giver* by Lois Lowry. Combined with the 2,621 library checkouts 3,582 people participated in the first Waukesha County Reads program. Undoubtedly, many more enjoyed reading the book and discussing it with friends and family. Although it is extremely difficult to measure the success of a program as new and wide spread as Waukesha County Reads, significant book circulation and sales numbers, high program attendance and positive member library staff and public response lead the Waukesha County Federated Library System to conclude the initial program was a great success.



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Waukesha County Reads Participants	3,582	0	3,500	4,000	4,000
Net Library Books available	5,375	5,000	5,500	7,000	2,000

Payments to Member Libraries/Systems

Program Description

There are 18 municipalities that own and operate libraries in Waukesha County. The other 19 towns and villages without libraries are taxed by the county. WCFLS distributes funds to libraries so that they can provide service to residents that would otherwise have no library services. With these arrangements in place, all residents of Waukesha County have library access. The state then provides funds for additional services. This program also works with representatives of adjacent library systems and counties to develop funded borrowing agreements on behalf of WCFLS member libraries that are close to Waukesha County's borders.

	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Staffing (FTE)	0.36	0.36	0.36	0.36	0.00

Personnel Costs	\$28,132	\$29,273	\$29,573	\$30,982	\$1,709
Operating Expenses	\$2,572,276	\$2,755,828	\$2,758,765	\$2,973,133	\$217,305
Total Expenditures:	\$2,600,408	\$2,785,101	\$2,788,338	\$3,004,115	\$219,014
General Government	\$235,977	\$240,996	\$238,408	\$234,928	(\$6,068)
Total Revenues:	\$235,977	\$240,996	\$238,408	\$234,928	(\$6,068)
Tax Levy	\$2,364,431	\$2,544,105	\$2,549,930	\$2,769,187	\$225,082



Program Highlights

Personnel costs reflect salary and employee benefit cost increases to continue 0.36 FTE allocated to this program. Operating expenses increase \$217,305 mainly reflecting the \$225,082 increase, to \$2,769,187, in the County Special library tax levy on non-library communities. The levy increase of 8.8% is based on local library expenditures, excluding capital expenditures, and the percentage of non-library community borrowing as a percentage of total County borrowing.

Additionally, operating expenditures associated with materials grants to member libraries are reduced \$7,777 from the 2003 budget. Continuing base operating expenses include \$32,500 in state aid revenue grants to member libraries to assist in funding costs associated with shared services, \$71,898 in payments to the resource library (City of Waukesha) and \$97,620 in intersystem agreement revenue that is distributed with payments to member libraries who lend materials (inter-system borrowing) to Lakeshores Library System patrons (Non-Waukesha County Federated System).



Activity	2002 Actual	2003 Budget	2003 Estimate	2004 Budget	Budget Change
Circulation to residents subject to library tax (2 yrs prior to budget year)	714,162	786,609	786,609	872,187	85,578

Percent of Non Library Community Borrowing of Total County Borrowing	20.8%	20.9%	20.9%	21.4%	0.5%
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Year	2000	2001	2002	2003	2004
Total Local Allowable Library Cost, for budget purposes (in millions)	\$9.82	\$10.47	\$11.29	\$12.18	\$12.93
Percent Increase Local Cost	4.93%	6.66%	7.80%	7.85%	6.24%